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ABSTRACT

This paper presents a discussion of strategic planning within social institutions and provides a planning agenda that focuses on modern trends, forecasts, and projections. First, the background of the strategic planning process is reviewed, and historical changes in the nature of modern technology are delineated, including a transformation in energy systems and developments in the areas of telecommunications, microcomputers, and genetic engineering. Next, the purposes of strategic planning are identified as the facilitation of the communications and organizational interaction necessary for the integration of strategic, operational, and logistical planning; and the development of executive or consensus decision making that is necessary to the implementation of a strategic plan. Finally, the paper discusses the dynamics of strategic planning meetings and processes. The bulk of the paper consists of a proposed agenda for strategic planning constructed through the year 2000, which is organized according to: (1) contracted future events that will contribute to public awareness; (2) energy-driven patterns that are a function of the transformation from a petroleum-based energy economy to a hybrid energy economy; (3) social and technologically driven patterns that accrue under the "energy umbrella"; and (4) institutionally driven response patterns that will help social institutions, such as government, higher education, and corporations, adapt to a changing environment. (Author/HB)

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THE AGENDA FOR STRATEGIC PLANNING

IN SOCIAL INSTITUTIONS

SUCH AS

GOVERNMENT, POST-SECONDARY EDUCATION AND CORPORATIONS

* * * * * * * *

AN ELEMENT OF THE ACCREDITATION SELF-STUDY

AT

COLLEGE OF THE MAINLAND
TEXAS CITY, TEXAS

BY

JERRY L. VAUGHAN, SR.
PROJECTIONS COMMITTEE CHAIRMAN

JULY 4, 1982

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PREFACE

The growing interest in Long Range and Strategic Planning requires an identification of the possible future(s) that will enable an evaluation of organizational interests and adaptability.

This paper presents a discussion of strategic planning and a planning agenda that focuses on modern trends, forecasts and predictions. The agenda is constructed through the year 2000 and organized according to the following scheme: (1) contracted future events that will occur and will contribute to public awareness, (2) energy driven patterns that are a function of the transformation from a petroleum based energy economy to a hybrid (and other?) energy economy, (3) social and technologically driven patterns that accrue under the "energy umbrella" and (4) institutionally driven (response) patterns that are forecast as social institutions seek to adapt to a changing environment.

It is anticipated that this agenda can provide a starting point for the strategic planning process.

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The Agenda For Strategic Planning In Social Institutions Such As Government, Higher Education and Corporations

INTRODUCTION

"The major advances in civilization are processes that all but wreck the societies in which they occur . . ."

A. N. Whitehead
circa. 1925

Shocking as it may be, the principal institutions of world society -- government, education and corporations -- are in perhaps the most stressful situation that has ever occurred in history. New perspectives and technologies spawned in the drives for enrichment and dominance are creating world-wide oportunities -- with both positive and negative potentials. These potentials are found in the interrelationships of the social, governmental, economic and environmental ecology. These interdependencies are under stress due to the transformational processes wrought by energy requirements and the implementation of new technologies and social relationships. As this social and economic transformation unfolds it is likely that new "social inventions" -- new systems of social, economic and environmental interrelationships will emerge. To cope with the stress and these new interrelationships, the concept of strategic planning as a function of choice, timing and resource allocations has become popular in many organizations. It is the purpose of this paper to describe the dynamics of the strategic planning process and provide a starting agenda for a strategic planning organization.

The Background Scenario of the Strategic Planning Process

The value of traditional practices for the maintenance of economic stability and social order was long recognized. For years the social and economic order was based upon customary practices and viewpoints. Institutions (and individuals) felt, and were generally guaranteed, that their economic and social future was stable and generally foreseeable. "Future", as conventional foresight grew to believe, was represented by more of "the same". Consequently, institutional (and personal) planning practices grew to assume the conclusion of desired end results and then proceeded to marshal control (and focus) of resources towards the achievements of the results desired. Management (and educational) practices then evolved along directive practices and few (if any) alternatives were considered (or allowed). The focused and specialized pursuits of society were so effective that energy, material and economic resources became constrained to critical proportions as needs were met and new technologies were developed. As resources and technology responded to the impetus of socially driven commitments, a feed-back loop closed into the social system (its institutions included) and formed a network (or system) of social, technological and energy based interactions. Energy and technology began to change the economic, social and political relationships of the society. Thus the process of an energy and technologically driven future began to alter the social and economic myths that spawned it. Predictability based upon tradition and conventional relationships began to dissolve and give way to the turbulence of change and the percived desireability of alternatives. A new dimension had been added to corporate, institutional and personal lives--strategic

planning through the exercise of informed judgment. The exercise of informed judgment, that long sought dream of self-actualization, became a reality. In essence, "One-View" Newtonian concepts gave way to the Einsteinian perspective of ideographic realities (one of which is the Newtonian reality) -- and it is not expected that adaptability (survival) can be achieved by violating (for long) the natural laws of the universe.

Strategic planners agree that the introduction of technological and energy based meta changes such as fire, wheel, agriculture, gunpowder, shipbuilding, automobiles, airplanes, mass production and others, fundamentally altered and advanced human, political and economic relationships. These same strategic planners acknowledge that at least four of the most significant meta changes in history are occurring both currently and simultaneously. It is expected that these meta changes will (mildly stated) cause some changes. These meta changes are (1) an energy systems tranformation, (2) telecommunications, (3) microcomputers, and (4) genetic engineering. Given the magnitude of these meta changes and the compounding effects of environmental and resource constraints together with space age systems thinking, it becomes difficult to believe that strategic planners, acting in concert with their organizations, can or will, actualize a future that resembles anything that occurred in the past. It is very likely that the outcome of the strategic planning process will have both positive and less than desireable attributes. Yet, the perspective of an ostrich seems to be an inappropriate alternative.

NOTIFICATION
OF
Strategic Planning Process
Schedules

Purpose of the Strategic Planning Process

In January and subsequent months of this year (and following years) strategic planning processes will be initiated in conference and board rooms throughout the world. Personal and group discussions as well as teleconferences will begin setting the tenor of public and private organizations for the remainder of the century. A variety of expertise will focus on organizational direction and performance.

Strategic planning meetings and their continuing processes are group creative efforts that are purposely convened to enable a planning organization to effectively engineer its relationship with the future that it perceives. It is essential that the organization (or individual) have a perception of the desireable and undesireable characteristics of possible futures -- particularly if the organization expects to have effective environmental relationships as the future occurs and becomes "the present".

The objective of the strategic planning effort is the development and actualization of a flexible and resilient organization that meets qualitative and quantitative measurements of responsible performance. A strategic planning meeting and its follow-up efforts will set in motion the processes necessary to answer the questions - (1) what were we like in the past? (2) what are we like now? (3) what effect will indentifiable future environmental trends have upon the way that we seek to fulfill our responsibilities? and (4) how will we best exercise our

commitment to fulfill our responsibilities? In essence, the strategic planning process has the following dual purpose: (1) to facilitate the communications and organizational interraction necessary for the integration of strategic, operational and logistical planning, and (2) to enable the executive or consensus decision-making that is necessary to operationalize the strategic plan.

Those organizations that do not initiate a strategic planning process may find themselves in a seriously disadvantaged relationship with organizations that do initiate the process.

The Dynamics of Strategic Planning Meetings and Processes

"What if?" and "Why not?" are the old passwords to the strategic planning process. The new password is "Why should it?". This is the new password because Futures Research (based in systems analysis) together with Decision Support Systems (DSS) enable the use of computers as personal tools rather than as a source of centralized data-processing reports. Futurism with its research, organizational analysis, comprehensive problem-solving approachs, technology assessments, impact statements, demographic studies, systems analysis, vulnerability analysis, policy analysis, interactive computer forecasting and computerized multiple regression forecasting place an unprecedented alternatives evaluation and information generating capability at the disposal of researchers, forecasters and decision-makers. Alternatives and strategies, previously beyond the brief and fragmented efforts that could be devoted to the management of educational, human, financial, manufacturing, communications and energy resources, can now be considered. No longer will the standardized reporting systems that lack

scope, flexibility and relevance dominate the conference room scenario because the essence of long range and strategic planning is that it is future oriented -- that is why the organization does it.

Attending and participating in the strategic planning process will be a team selected from an integrative cross-cut of the organizational structure. The process agenda will be an organizationally derived agenda that will initially focus on futuristically derived forecasts perceived to have relevance to the organization's commitments. Subsequent agendas will amplify, elaborate and clarify forecasts and their assessment of organizational implications. The various operational and management groups within the organization will develop local scenarios and planned activities that will integrate into and become the organization's long range plan. The process will be administered by the chief executive officer, coordinated by the organization's planning and research officer and facilitated by staff and operational specialists and appropriate consultants.

The Agenda For Strategic Planning

The Appendix for this document contains a description of trends that were recorded on notes from lectures and discussions in graduate courses in "The Study of the Future" program at the University of Houston in Clear Lake City. Each of these trends can be translated into relevent organizational considerations.

The Appendix also contains a comprehensive (but not all-inclusive) description of forecasts and predictions through the year 2000. This comprehensive description is designed to have its pages removed from this document and then constructed as a wall chart. Construction of

this wall chart can be accomplished by (1) removing the pages, (2) matching the index numbers found in the corners of each page with the corresponding index numbers found at the corners of other pages in the description, and (3) applying Scotch tape to hold the pages together. This wall chart has been discussed with many colleagues and in every instance it has stimulated a thoughtful dialogue about organizational implications and strategies. It is essentially a "Grand Scenario" of a social and economic system in transformation. No pretense or suggestion is made that the future(s) described are pre-determined. How an organization plans and acts depends on what it believes the desireable future to be.

These two descriptions provide a reasonable starting basis for a strategic planning agenda that goes beyond the mere interrogation of a computer with "What If" or "Why Not? speculations. Strategic Planning can and should be conducted in a framework of "Why should it do this and what will the organization do IF it does this?"

APPENDIX

MODERN TRENDS

FIELD	FROM	TOWARD
Physics	Atomistic	Quantum mechanical
	Mechanical	Holographic
	Absolute space and time	Relativistic
	Universality	Complementary
	Objective	Indeterminancy
Chemistry	Equilibrium (static)	Non-equilibrium (dynamic)
	Reductionist	Morphogenetic
	Entropy increasing	Order increasing (Syntrophic)
Brain Theory	Localized "bits" of information	Distributed "tuning" of system
	Circuitry model	Holographic metaphor
Ecology	Stable ideal	Resilience
	Closed systems	Symbiotic relationship
		Open systems
Evolution	"Random" mutation	Diversity
	Survival and conquest	Co-evolution
		Adaptability
Mathematics	Continuous functions	Mapping discontinuities
	Quantitative change	Qualitative change
Philosophy	Universal truth	Relationships of resemblance
	Eternal essence	Historical existence
Politics	Centralized hierarchy	Pluralism
	Authority	Legitimacy
	Necessity	Voluntary and inventive
Psychology	Identity	Harmony
	Individual	Transactional
	Conquest over the unconscious	Integration of the unconscious
Linguistics	Atomistic	Structural
Religion	Monotheistic	Polytheistic
	Transcendence	Immanence
Consciousness	Hierarchical	Heterarchical
Arts	Representational	Abstract
	Stable	Fluid

THE "IN-TRAILS" OF AN ENERGY DRIVEN FUTURE

A BRIEF PRESENTATION OF INFORMED ESTIMATIONS

FOR

RESEARCH, FORECASTING, SCENARIO DEVELOPMENT AND PLANNING PURPOSES

BY

JERRY L. VAUGHAN, FUTURIST

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Jerry L. Vaughan, Futurist

1983 | 1984 | 1985

CONTRACTED FUTURE EVENTS THAT WILL CONTRIBUTE TO PUBLIC AWARENESS

Completion of the ALCAN pipeline from the Alaskan North Slope across Canada to the Mid-West is scheduled for completion.

Federal support of Cuban and Haitian refugees ends.

Super Bowl XVII

World Series

XIV Winter Olympics

XXIII Summer Olympics at Los Angeles

Super Bowl XVIII

World Series

U. S. Presidential Election

U. S. Census begins.

Halley's Comet returns.

Super Bowl XIX

World Series

1986 | 1987 | 1988

13th World Cup Soccer Championship in Columbia.

Sirhan Sirhan eligible for parole.

Super Bowl XX

World Series

Super Bowl XXI

World Series

Scheduled completion of the U.S. Interstate Hiway system.

Bicentennial of the signing of the U.S. Constitution in Philadelphia.

World Series

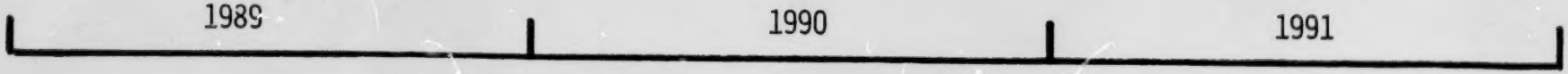
XV Winter Olympics

Super Bowl XXII

XXIV Summer Olympics

U. S. Presidential Election

Arthur Bremmer whose shot paralyzed George Wallace will be eligible for parole.



Super Bowl XXIII

World Series

Bicentennial of the French Revolution.

14th World Soccer Championship (New York bidding for the location).

Super Bowl XXIV

World Series

U.S. Census begins.

Super Bowl XXV

World Series

Antartic Treaty expires (unless a new treaty is signed, international tensions could prevail as nations claim land in the Antartic to gain its resources).

Bicentennial of the Bill of Rights.

1992 - 2000

25th anniversary of the 1st moon landing.

British lease on Hong Kong expires.

50th anniversary of the signing of the U.N. Charter in San Francisco.

100th birthday of Mao Tse Tung.

U. S. turns over the Canal Zone to Panama.

50th anniversary of the independence of Israel.

ENERGY DRIVEN PATTERNS

Energy dependence remains a function of petroleum. Emphasis remains on energy conservation, research on energy alternatives, and research on energy efficient technology.

Resources, geography and politics emerge as key factors in restructuring economic thinking.

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Shortages of energy, materials, and expansion potential affect the market place. Industry begins to recognize "information" as a resource and looks to education and training as potential markets for expansion.

Growing shortages of strategic metals and minerals spur automation and international competition. The trend persists throughout the decade.

Shortages of cement, aluminum, steel and chemicals aggravates inflation and monetary policy.

Genetic Engineering is becoming an important factor for new economic concepts, space program politics, and world politics.

The Energy Policy and Conservation Act expires. This Act guarantees anti-trust immunities to corporations that cooperate in implementing international energy programs. The absence of this act may spur competition on alternative energy sources.

"Information" becomes better understood as a "resource" upon which new economic and wealth concepts begin to emerge.

International tensions prevail as a function of resources, geography and politics. New economic interests are emerging.

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The recognition of "information" as a "resource" enables new social concepts to emerge and begins the facilitation of the redistribution of wealth throughout the world.

"Exploration" budgets facilitate the initiative of new "information" entrepreneurs whose fantasies were fueled by the video game mania of the 1st part of the decade.

The government adopts policies that encourage individual innovation in the field of telecommunications/information.

New resource management concepts begin to enable a more flexible economic system and a more flexible workplace.

25

Fiber optics technology in growing use with its associated energy and communications implications.

Home and commercial building concepts have begun to change to accomodate new environmental concepts and mass personal involvement with telecommunications.

Manufacturing and process industry growth and development has shifted to 3rd World and and under-developed nations.

New economic concepts have emerged and are being debated.

Growth and development of telecommunications spurs interest and discussion on "one world language".

Growth and development of telecommunications spurs new political system "designs".

Commercial mining of the deep seabed for Manganese modules under the authority of the Hard Mineral Resources Act.

26

Profits from genetically derived products manufactured on space shuttle flights exceed $750 million.

Break-throughs in sea-energy conversion expected.
(1) Tidal Power
(2) Ocean-thermal energy conversion.

Break-through expected on splitting water into hydrogen and oxygen. The foundation begins forming for a hydrogen, solar and hybrid energy economy.

OPEC oil is now $100 per barrel.

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The society is developing around a network rather than a hierarchy of institutions. The home is emerging as the central unit in the future society. It will be a unit with enhanced rather than diminished economic, medical, educational and social functions.

Corporations will be pursuing multiple goals simultaneously.

The decentralization of production through micro-computers and telecommunications begins to reduce population and transportation pressures in the big cities.

People begin to feel that they have personal control over their own lives. They begin to understand their environmental and social interrelationships. A new spirit of personal commitment begins to emerge.

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International information dissemination via telecommunications has the effect of involving people in the potential of warfare. The nature of international politics begins to change.

New leadership emerges from turmoil in the South -- or, from turmoil new leadership emerges in the South.

Male and female equality, and maternal leadership emerges.

Historical breakthrough in the concept of energy.

Near space colonies.

Traditional energy sources for all macro purposes are generally depleted.

SOCIAL AND TECHNOLOGICALLY DRIVEN PATTERNS

General public perception of uncertainty about the future.

The politics of a "New International Order" begin to emerge.

Environmental impact statement requirements of the National Environmental Policy Act of 1969 (NEPA) have been weakened sufficiently to enable industry and municipalities to forego the costs normally associated with environmental maintenance. This was a strategic move to offset inflationary pressures. It's impact shifts the responsibility for environmental study, maintenance and influence to local citizens and institutions. The political theme is public involvement (participation).

Population matures as the "baby boom" generation begins moving into "middle-age".

Beginning of the mass use of robotization in manufacturing and hazardous environments.

Development of the telecommunications infrastructure is well underway. It is the beginning of the foundation of the "Information Society".

New types of relationships between educational institutions and industry begin to emerge as future alternatives are sought.

Growing segmentation (Toffler's "de-massification" concept) of society creates factional interests and individualism that may threaten the "fracture" of organizations (nation-states).

Space Shuttle making commercial flights.

NASA research directed to the lift-off of heavier pay-loads.

Due to a maturing population the middle-aged influence on drug use may bring legalization and the increased use of drugs for "recreational" purposes.

Incidence of litigation on environmental issues increases as environmental groups seek to compensate for the loss of regulatory influence under NEPA.

Crises emerging in municipal governments because of societal changes.

Frequent weekend "commutation" over 100's and even 1000's of kilometers spurs the growth of the "tourism" industry into one of the largest world industries.

With the increasing importance of information, the "Information Utility" is spawned. "Educational Institutions" will process and disseminate information in "Real Time" via satellite and telecommunications. Industrial and private research groups will generate the information that is transmitted. Concepts of what constitutes an "Educational Institution" will have changed.

U. S. has a decisive technological lead in artificial intelligence and its applications.

Japan has maintained its lead in computer software technology through early decade commitments to research.

"Information Utilities" will begin servicing widely dispersed populations - largely a function of the home.

Tooth implants (plug-ins) are standard medical/surgical therapy.

Most computers will be integrated into a communications network at least part of the time.

Healing has become a comprehensive and wholistic function of body, mind and "soul". The "physician" (or team) will be expected to perform all three roles and the "patient" will be expected to actively participate in the healing (or birthing) process.

The rate of change in all facets of the socio/business environment creates a "high stakes" and "high stress" environment. Reorganizations are becoming numerous.

Religions renew emphasis on the integrity, importance and maintenance of the family.

Telecommunications and computers (CAD/CAM) has integrated the producer and the consumer to the extent that "prosumer" economics is acknowledged and mass production concepts are inadequate to deal with the technological capability for "tailored production" concepts.

Management philosophies change from the "grid style" appropriate for homogeneous organizations to "situational management" appropriate for heterogeneous organizations.

A "social institution" defense force concept emerges. It is reactionary.

The birth-rate decline of previous decades is beginning to manifest itself in shortages of workers. This results in increasing applications of automation and artificial intelligence.

The society has become less child (youth)- centered because:

(1) The population is maturing and "graying".
(2) Diverse and alternative life-styles make child-rearing less attractive.
(3) The "electronic-cottage" emphasizes interactive roles and homelife as contrasted to "childlife".

Early decade commitments to research in microelectronics and genetic engineering begin to pay-off with new discoveries and technological applications. The need is created for new specialties and programs of study.

Society begins to acknowledge the interrelationship of global and local events.

Social awareness grows that we are the "designers" of evolution "in the future".

Safe, self-induced abortions are available for women.

The electronics industry grows to over $100 billion.

Microcomputer developments create a crises in the traditional professions.

"Global Associations" become a political force and may seek the equivalent of participation in the United Nations.

Worldwide use of "intelligent" computers.

Worldwide advances in the reversal of aging, cancer cures, and bionics.

Higher taxes are resisted by the public.

Crime and terrorism show increases.

Public opinion is reactive and emerges with calls for strong (maybe forceful) leadership.

Anti-trust immunity is granted to U.S. high technology interests enabling them to cooperate and share research for competition on an international scale. This has long term effects on domestic and internal affairs.

Growing interest in computer literacy.

The holistic health movement gains influence. It will help develop the concept of a comprehensive approach to problem-solving.

"Community volunteers" and "volunteer communities" emerge, or grow stronger. They gain more visibility and influence.

A "New American Dream" begins to emerge. It is based upon a belief that "Quality of Life" is not dependent upon material growth or standards. Youth and middle-age persons begin to recognize that their generations will initiate a new society for the future.

Increasing dependence on the use of (1) electronics, (2) biology, and (3) "social" technology to conduct social affairs.

More availability and controlled use of drugs and injections for birth control and memory/attention enhancement.

Medical malpractice litigation increases in response to failed therapeutic approaches. Medical response becomes treatment directed to radical change instead of gradual therapy. The concept has mass psychology implications.

Interactive television emerges as a general reality. This is the technological base for a challenge to "representative democracy".

The number of divorces exceed the number of marriages and alternative lifestyles proliferate.

Public confusion with the economic and social turmoil is manifested in demands for "strong leadership". The challenge to representative democracy is growing.

Scientifically based concensus that evolution confers long term benefit at the cost of short term disadvantage raises interest and confidence in long range planning for all social institutions.

Growing scientific consensus that accelerated change (macroevolution) and the hybridization of chromosomes can cause evolution to occur in "leaps and bounds" as well as through small changes, will precipitate mergers and acquisitions that will generate social institutions and social purposes not attempted before in history (i.e., biological-electronics).

Movement grows that we are not "at war" with our environment (the boundaries are artificial), rather we are in a symbiotic relationship and harmonious with the environment (and our institutions). A new understanding of non-adversarial relationships occurs.

Commitment to 1st space colony by the mid-1990's.

The challenge to "representative democracy is growing and technologically based "participatory future" system designs emerge.

Competitive enterprise is curiously observing the growing scientific consensus that evolution at the molecular level is not compatible with the expectations of neo-Darwinism. In other words, natural selection is not the phenomena. It is instead "genetic drift" based upon the accumulation of "variations" (various inputs) and enhanced by "fitness".

Recognition that the evolutionary concept of "genetic drift" is nested within the principle of physics that parity is not conserved "shakes" religious, cult, secular, and legal organizations to their foundations. Some laugh and some cry.

A revitalized belief in the future begins to emerge.

New concepts of domestic, corporate, and international "warfare" begin to emerge (or go underground).

Legal concepts and legal systems begin to undergo change.

New cartographic techniques will begin facilitating the dissemination of "maps" that depict land surfaces in proportion to one another. New political and geographic perspectives emerge that affect international relationships.

Growing use of artificial intelligence in all socio-economic endeavors.

Contract law enforcement agencies for sub-divisions and municipalities emerge. The "hired-gun" of the "Old West" has returned.

The home will be established as the primary education center.

Birth rates begin to rise as a function of the "electronic cottage".

Doctors will be able to insert (plug-in) "good" (or non-defective) genes into the sperm of men with "genetic defects" and then by artificial insemnation enable these men to father children who will not have genetic defects. This may cast nuclear hazard concerns in a different light.

Big (and bitter) politics emerge over "participatory future" systems. Domestic and global associations vie for influence.

World wide use of test
tube conception.

INSTITUTIONALLY DRIVEN (RESPONSIVE) PATTERNS

U. S. defense posture and material maintains world "peace" without world war.

Teacher economics and shortages begin causing new considerations for the development and delivery of education and training.

Education facility and equipment economics begin causing new considerations for the development and delivery of education and training.

Greater participation by adults in all types of educational programs.

U. S. defense posture and material maintains world "peace" without world war.

Growing demands for educational diversity in programs, schedules and delivery systems.

Pressures mount to change state funding practices for education.

"Computer Literacy" becomes a requirement in all educational programs.

Growing corporate interest in how to manage human resource diversity.

U. S. defense posture and material maintains world "peace" without world war.

The corporation is emerging in the role of a community "integrator" with research and development activities that relate to social, economic and environmental relationships.

Corporate and institutional operations once considered as overhead will be restructured to generate income for the enterprise. This trend will emerge.

The corporation emerges as a multi-purpose community institution.

Studies of (1) the environment, (2) international affairs, and (3) the future emerge as popular curriculum concepts.

"Partial-retirement" plans begin to emerge as an experiment in social institutions.

U. S. defense posture and material maintains world "peace" without world war.

More educational alternatives begin to emerge as business and industry intervention (learning centers, planning and programming support, and communications networks) into education grows. This occurs as the cost of traditional education and training, and telecommunications access justifies intra-functional distribution of information and programs. New roles for the educational institution begin to emerge.

Employers are recruiting employees with more individualized rewards, not a fixed set of fringe benefits but a smorgasbord of benefit options. Each worker will tailor an employment package to serve his or her own needs.

U. S. Defense posture and material maintains world "peace" without world war.

Publishing and telecommunications industries are now in control of the development, marketing and delivery of most educational programs. The traditional educational institution maintains its tenure practices and a measure of critical observation for social welfare and the avoidance of totalitarianism. People are able to "plug-in" to what they need, when they need it.

Consumer Protection advocacy increases litigation against educational institutions insisting upon "directive" programs and "directive" teaching methodologies.

5

U. S. defense posture and material maintains world "peace" without world war.

Public learning centers coordinate information generation and application within the home. Among others Sears maintains learning centers geared to automation, computers and telecommunications.

New governance structures for business, industry, institutions, and government are presented and bitterly contested.

U. S. defense posture and material maintains world "peace" without world war.

Microcomputer compilers facilitate cross cultural communications.

World-wide pre-occupation with education and information dissemination via satellite and telecommunications has emerged. The availability and exchange of information begins to have a cathartic effect upon world society.

Institutional and personal reform sweeps the world.

World wide use of one
language.

Perceptions of future uncertainties cause students of all ages to seek "survival skills" in education -- the development of technical competence.

Business and institutional management have a new interest in Long Range Planning as they seek to generate more alternatives and as they grow to understand the relationship of Futurism to Decision Support Systems.

Public education begins a massive re-evaluation of curriculum practices and delivery systems.

Acknowledgment comes that the role of "the market" in people's lives is changing.

Permanent part-time jobs and the utilization of consultants is a growing trend. The break with traditional corporate "synchronization" begins as corporations and institutions move towards the concept of "networking".

The community college is emerging in the role of a community "integrator" as contrasted to an "integral part" of the community. It is emerging with community research and development activities that are specific and proactive rather than general and reactive.

Computers, real-time processing of information, the involvement of the consumer in the production process, and the emergence of "prosumerism" all point to smaller inventories and simplified rather than more complex chains of distribution.

Educational curriculum begins movement to systems theory, the relational aspects of liberal arts, ecological concepts and wholistic thinking. Interdisciplinary versatility is emphasized.

Greater integration of secondary students into post-secondary programs and apprenticeship alternatives. This is consistent with the societal trend towards becoming less child centered.

Growing interest in fewer years of compulsory schooling for youth as the wide spread use of flex-time, self-pacing, and new production techniques replace the need for mass production synchronization of time and workforce.

Classroom practices reflect an emphasis on student involvement rather than student evaluation. The methodologies become more implicit rather than explicit because "learning how to learn" emphasizes what the learner "needs to do" as contrasted to what the learner (organization ?) "wants to do".

Educational curriculum begins a shift from "prescribed" programs of study to "tailor-made" highly individualized programs that are a function of what people want to do.

Individual "consulting" services emerge and become popular alternatives to permanent employment. Pusiness, industry and institutions will facilitate the individual in the work that they are interested in doing.

Educational institutions re-emphasize liberal arts or interdisciplinary strategies.

Reorganizations of "disciplines" are emerging.

Employers will increasingly need employees who -

(1) accept responsibility.
(2) understand how their work dovetails with others.
(3) Who can handle more complex tasks.
(4) Who adapt swiftly to ever changing tasks.
(5) Who are sensitive to people around them.

These employees will be complex individualists who are proud of the ways that they differ from other people...yet they will understand interrelation-ships.

Apprenticeship becomes a popular form of job entry in emerging occupations.

Taxpayer protection advocacy increases litigation against public entities with inadequate planning programs.

"Appropriate Technology" education centers begin to emerge.

Wide spread use of social technology in conjunction with communications technology to deal with world problems.

The beginning of controlled entry and return from "altered states of consciousness" (shuttles).

New religious revelation.

The community college emerges as a potential factor in the world "community".

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World War is now a "plug-in" concept in this slot. It depends upon the level of participation and commitment by the American public to achieve, reject, or compensate for the status of events posed in this study for the previous decade. "One Nation Under God" is on the verge of being cast in a new "light".

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